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Office of the Provost **PROVOST'S CORNER**

Vol. 1, Issue 4

FROM THE PROVOST AND ACADEMIC DEAN'S DESK:



Dear Colleagues,

Let me start by expressing my gratitude for all the notes I received wishing me a full and speedy recovery. Your support was indeed uplifting. Many of these well wishes came from people I had not met yet, truly reflecting the generous and kind spirit of the NPS community. Thank you, and I expect to be back to 100% next week!

The update on NPS Next is a little longer this week because we have a new addition to the transformation leadership team, CAPT Bill Sherrod. With both an educational doctorate in organizational change and years of experience evaluating and shaping organizations, we are fortunate to have this new arrival to NPS help to coordinate our Transformation.

We are all hoping that over the next few weeks the big news is that Fall quarter at NPS has started and that it looks moderately normal... truly a no news is good news situation. We will see how it shakes out, but despite my personal set-back I am optimistic that our school, and I hope our country, has turned a corner. I know that I'm looking forward to sitting outside of Starbucks on 1 and 15 Oct at 1000 and meeting again (I'm out of town 8 Oct). There is just something special about meeting in person. It makes my week to connect with you, especially if we haven't met before. Wishing you all the best.

V/R
Scott

NPS...NEXT PHASED TRANSFORMATION



The organization of the Transformation Team has solidified under the leadership of Director of Transformation, CAPT Bill Sherrod.

He comes to us from a tour as Commanding Officer of Naval Support Activity Lakehurst and Deputy Commander – Navy, Joint Base McGuire-Dix-Lakehurst and brings a wealth of operational and command experience with tours as a surface warfare officer, Naval Aviator, as well as joint service at US Special Operations Command. Additionally, he holds an Ed.D from the University of Southern California Rossier School of Education in Organizational Change and Leadership where his research focused on factors affecting Naval Aviator retention. CAPT Sherrod wasted no time and leaned in to meet with all the Academic Strategy Leads to understand where they are starting from and what challenges they see ahead.

Our transformation design addresses our evolution from our present state to NPS Next in two phases. Phase I addresses changes needed today, while Phase II is a data-driven deep change to enhance our competitiveness and to pace the shifting security environment. To date, we have made strides towards budget consolidation which centralizes our planning, requirements and POM submission while preserving decentralized budget execution within our authorized controls. We are energizing NWSI as the conduit to connect warfighters and researchers focused on our core operational and strategic naval problems. Our Transformation LOEs are actively meeting and fully engaged in completing a strengths, weaknesses, opportunities, and threat (SWOT) analysis.

Our next steps are to develop an opportunity for LOE leadership to collaborate on a unifying vision that describes in greater depth an aspirational to be state. This will serve as the North Star to

orient our Phase II efforts.

REGISTRAR OFFICE HOURS FOR FALL QUARTER

The Registrar Office will be open to assist new and returning students during the first two weeks of the fall quarter. Staff will be present Monday through Thursday from 1000–1400.

POC: registrar@nps.edu



WEBINAR: DATA VISUALIZATION TO ENHANCE NETWORK LEARNING

Online Faculty Webinar

Wednesday, 22 September 2021, 1200–1300

As one of the Education Grants awardees, Dr. Weilian Su, Associate Professor, Electrical and Computer Engineering, will discuss the use of Microsoft BI, a data visualization tool, to enhance learning, data collection, processing, and analysis of large-scale network traffic, addressing visualization of large amount of data. In addition, he will also discuss how his research project has impacted teaching and learning, its scalability, and how others may benefit from and advance the work. As more courses are being taught as distance learning, it is important to create a framework to enable teaching network engineering topics in a remote and distributed manner.

[Access the live webinar here](#) (video from the event will post to same link the next day).

Faculty Voices will feature a series of six webinars showing the [TLC Education Grants](#) research projects, funded via the TLC's [Data Analytics informing Teaching and Hybrid Learning \(DAITA HL\)](#) Initiative. These grants were designed to support instructional improvement efforts by NPS faculty. This is the first one in the series, stay tuned for next upcoming announcements.

SPECIAL WORKSHOP SERIES: “MY GLORY NEVER DIES”

In this 5-part workshop series, students, faculty, and staff join lively discussions that strengthen your analytical skills as you explore the ancient concepts of courage, honor, and military glory, which have defined the lives and careers of military officers for centuries. For more information, go to nps.edu/web/gwc/my-glory-never-dies.

POC: Dr. Cheryldee Huddleston, cdhuddle@nps.edu



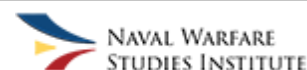
NWSI WARGAMING CENTER MOBILE EDUCATION NATO WORKSHOP

The NWSI Wargaming Center Mobile Education Team (Jeff Appleget and Rob Burks) just completed two weeks (10–27 Sep) of wargaming workshops for the NATO/EU Hybrid Centre of Excellence (HCOE). The HCOE is the European Centre of Excellence for Countering Hybrid Threats and currently supports 29 member nations.

The Director and her team reached out to the Wargaming Center to support their efforts to develop a broader understanding of hybrid warfare among all the participants through wargaming. The workshops focused on providing a better understanding of hybrid operations to participants. The participants then developed an education wargame focused on better educating HCOE member nations on hybrid operations. The course included 26 participants from ten different NATO and EU nations and is the first step in building a lasting relationship with NPS.

For more information, go visit www.hybridcoe.fi/news/unique-hybrid-wargaming-course-launched.

HYBRID FORCE 2045: A VISION OF FUTURE AIRCRAFT CARRIER WARFIGHTING



The Wayne P. Hughes Jr. Naval Warfare Studies Institute (NWSI) [Seapower Conversations series](#) features informal conversations with leading experts on the trends, technologies and tactics that

shape modern seapower.

On 5 August 2021, CAPT Robert C. "Barney" Rubel, USN (Ret.) shared his wealth of knowledge with more than 60 attendees on MS Teams and the NPS Watch Live website focused on HYBRID FORCE 2045: A Vision of Future Aircraft Carrier Warfighting. CAPT Rubel is a prolific writer regarding U.S. Naval Warfighting and is considered one of the current experts in both future warfighting strategies and practice. In this Seapower Conversation, CAPT Rubel examined the role Aircraft Carriers could have in future warfighting. CAPT Rubel's thesis is permeated with the writings of historical strategists, including the late CAPT Wayne P. Hughes.

You can also find the full archive of conversation recordings on the [NPS Seapower Conversation YouTube channel](#).



NPS OUTDOOR CLASSROOMS AND MEETING SPACES

The Teaching and Learning Commons (TLC) has been working with the Naval Support Activity Monterey and NPS Facilities to identify and designate three outdoor areas that can be scheduled for classes and ad hoc meetings.

The goal is to arrange tables and benches that will accommodate up to about 25 people at each area. Initially, these spaces will be "bare bones" without ready access to power. Two of the spaces should have good NPS wireless signals with access points in proximity. The areas will be marked with signs that contain reservation contact information and additional information will be disseminated through normal channels including the TLC website once available (likely a few weeks into Fall quarter).

POC: Nicole "Nikki" Lewis, GEAC, nicole.lewis@nps.edu

NATIONAL HISPANIC HERITAGE MONTH, SEPT 15–OCT 15

The Library of Congress, National Archives and Records Administration, National Endowment for the Humanities, National Gallery of Art, National Park Service, Smithsonian Institution and United States Holocaust Memorial Museum join in paying tribute to the generations of Hispanic Americans who have positively influenced and enriched our nation and society. Discover documents, exhibits, films, blog posts and more from the National Archives and Presidential Libraries that highlight Hispanic culture at www.hispanicheritagemonth.gov.



POC: Tammy T Lowery, Deputy Director EEO, tammy.lowery@nps.edu



JUNE 2021 NPS THESES NOW AVAILABLE

The Dudley Knox Library is pleased to announce that the June 2021 NPS theses and dissertations are available in NPS Archive: Calhoun. The June 2021 restricted theses are listed in the Restricted Collection. (Authorized NPS users can request an account if not already registered.) For more information: library.nps.edu/nps-theses

USMC STRATEGIC/JOINT LOGISTICS SENIOR LEADERS VISIT NPS

BGen Adam Chalkley, USMC, Assistant Deputy Commandant for Installations & Logistics (ADC I&L), and Mr. George Topic, Vice Director, Center for Joint & Strategic Logistics, National Defense University, met with NPS students and faculty from 30 August–2 September to discuss current and emerging focus areas, align NPS student researchers with mutually beneficial areas of interest for both USMC and NPS, and determine project-based opportunities for collaboration.

The visitors joined with Ret. LtGen Mike Dana (former DC I&L) to lead a discussion with faculty and students in King Hall on Strategic Logistics, professional development, and emerging technologies. Additionally, the senior leaders audited select GSDM courses, and took the

opportunity to receive an in-person update by GSDM USMC researchers, Major Thomas and Capt Stuetebler, on the progress of their Conditions Based Maintenance + project, which will have direct impact on the transformation of USMC maintenance policy and processes.

POC: LtCol Emmaline Hill, DEP SMO, emmaline.j.hill@nps.edu

COVID-19 UPDATES

For specific information on Coronavirus for university faculty, students and staff, and the latest updates from NPS leadership, visit the NPS community's COVID-19 website, nps.edu/web/safety/coronavirus.



OFFICE OF THE PROVOST AT THE NAVAL POSTGRADUATE SCHOOL

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